

FY13 (July 2012-June 2013) Workforce Training Fund General Program Awards



Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
Absolute Metal Finishing	NORWOOD	Metro South/West	\$37,200.00	Manufacturing	30	The training plan includes three components - Understanding the requirements of NADCAP standards AC 7004 (quality system) and AC 7108 (special process) specifications. To develop a Quality Manual, Standard Operating Procedures, Work Instructions and related forms and templates to meet NADCAP requirements. The Internal Audit module will teach us skills to perform successful and effective internal audits to policies and procedures developed above and for Job Audits by processing line. This training will include audit checklist development, reporting, and completion of audit processes. The NADCAP Implementation and Continuous Improvement module will teach us higher level quality assurance skills needed to set process measures and objectives, use statistical process control measurements, problem solve and to perform robust root cause and corrective action methods and to perform process validations with SPC data. Refer to attached course descriptions for greater details of the plan.
Accutech Packaging Inc.	Foxboro	Metro South/West	\$102,220.00	Manufacturing	42	Supervisory/Leadership Training is targeted for our current leadership staff and includes those who have demonstrated potential for promotion; Training Within Industry will allow us to standardize our training practices in all areas of plant operations including machine set-up; English for Speakers of Other Languages training for entry-level non-native English speakers both beginner and intermediate levels; Strategic Planning will set the direction of the company during the course of the training grant and beyond. Supply Chain Management training will help us manage our vendor quality and on time delivery to eliminate the problems inherent in poor vendor performance. Managing Process improvement is initially focused at processes above the shop floor and will filter into the operations processes. We will self fund the Managing Process Improvement training after reviewing concerns raised in the original grant submission. We feel that this training is an important piece of our overall training plan and will help us meet our overall objectives. Failure Mode and Effects Analysis training determine problems in a product or process design and identify risks associated with those problems. Once these areas are identified, the root cause determined and the problems resolved, quality and on-time delivery will improve as will customer satisfaction.
ACRALUBE, INC.	WESTFIELD	Hampden	\$22,527.50	Manufacturing	7	The training for Dicronite is AS 9100 Rev C. AS 9100 is a Quality Management System standard that uses ISO 9001 as a base for the requirements and then adds Aviation, Space and Defense requirements. The AS 9100 training program shall be broken down into 7 modules, as outlined: Grant assessment (to measure weaknesses within the company); AS 9100 Overview (to introduce procedures and policies of AS 9100 to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for Dicronite that meet AS 9100 standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed AS 9100 standards); Internal Auditing (to train internal auditors to perform audits to ensure that AS 9100 policies and procedures are complied with), Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed AS 9100 standards).
ADMIRAL METALS SERVICENTER COMPANY, INC.	WOBURN	Metro North	\$55,000.00	Manufacturing	26	The 24 month training plan will incorporate six sigma concepts with separate modules in conjunction with numerous yellow belt, green belt and train the trainer sessions. The training program will include some of our managers, professional staff, administrators and production managers / workers. We have built in a "train the trainer" component so that we will be able to more effectively sustain these skills and tools long term. We believe that sustaining these improvements and skills is of vital importance to overall program and we assure that we have the tools to most effectively achieve this.
ADVANCED MICROSENSORS CORP.	SHREWSBURY	Central MA	\$41,625.00	Manufacturing	38	The training plan includes five training modules: 1-a Management & Administrative module, 2-an Employees' ISO 9001 Requirements module, 3-an Employees' Basic Elements of a Quality Management System module, 4-a Process Capability Analysis Tools module for technical employees will allow us to measure process capability and make improvements where needed to insure that our production processes are under statistical process controls, and 5-a Project Management Certification module for select professional employees will elevate the professional credentials of these employees and help AMS to meet customer expectations for meeting their specifications on time and within budget plan.

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AG Salesworks, Inc.	NORWOOD	Metro South/West	\$76,425.00	Professional, Scientific and Technical Services	57	AGS is requesting funding for three training programs. 1) 32 hour, Leadership & Management training program for ten managers is being requested. This training will allow our managers to obtain new skills for goal setting, motivating & coaching employees, change management, time management, etc. 2) Process Improvement training is needed for 32 managers and employees to improve our: Client On Boarding process, Project Management process and our processes for Performance Follow Up and Reporting to clients. Four groups with 8 managers and employees in each group, will attend 24 hours of training. 3) Advanced Sales Training for 40 employees is also needed to train our staff beyond the specific basic prospecting training our reps receive internally. This 16 hour training program, for 4 groups, will help to increase our revenues by 20%/year and dramatically improve the quality of opportunities passed on to our customers' sales reps, which will improve our sales conversion and close rates.
AIRCRAFT COMPONENT DESIGN, INC.	SOUTHAMPTON	Franklin/Hampshire	\$21,600.00	Professional, Scientific and Technical Services	7	The training for ACDI is AS 9100 Rev C. AS 9100 is a Quality Management System standard that uses ISO 9001 as a base for the requirements and then adds Aviation, Space and Defense requirements. The AS 9100 training program shall be broken down into 7 modules, as outlined: Grant assessment (to measure weaknesses within the company); AS 9100 Overview (to introduce procedures and policies of AS 9100 to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for ACDI that meet AS 9100 standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed AS 9100 standards); Internal Auditing (to train internal auditors to perform audits to ensure that AS 9100 policies and procedures are complied with), Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed AS 9100 standards).
Anderson Insulation, Inc.	ABINGTON	Brockton	\$109,600.00	Construction	82	Anderson Insulation wants to expand within a highly competitive environment while retaining all employees and hiring more staff to achieve objectives. Advanced operational efficiency skills has been identified as a training area to help employees become more efficient to meet an increased workload at a lower cost. Advanced selling techniques will help to continue to expand our contractor and residential customer base. Advanced listening & communication, & advanced operational efficiency training will ensure we retain and grow the business that we win. Building up management skills through advanced management training is a priority to help employees reach their potential and achieve these business objectives. Our workforce is diverse and there are a number of workers who are hampered by a lack of English language skills. We have many incidents where this results in large communication errors and waste. The ESOL training plan will help these workers to overcome these challenges.
ARLOWE CORPORATION	LITTLETON	Metro South/West	\$32,700.00	Manufacturing	17	As traditional lean manufacturing is implemented with more competitors, ETM Manufacturing needs to invest in advanced Continuous Improvement solutions to improve our competitiveness. We need training to be able to implement Continuous Improvement processes between suppliers and between customers to reduce the overall cost of business. Once this training is implemented, we expect to reduce transaction costs by 50% and improve time to market by 30% for our customers which in turn will grow ETM and add manufacturing jobs."
ARMIN INNOVATIVE PRODUCTS, INC. (DBA RNR PLASTICS, ADVANCED LOOSELEAF TECHNOLOGIES)	DIGHTON	Bristol	\$67,104.00	Manufacturing	75	The training plan includes two components - The Impact Advanced Management Training Program and The Impact Advanced Customer Service Training Program. The Advanced Management Program includes modules on listening styles, passive and active listening techniques, conflict management and resolution, coaching, leadership, goal setting, financial accountability, and performance measurement. The Advanced Customer Service Program includes modules on delivering exceptional service, the use of directive, reflective, and situational questioning techniques, dealing with difficult people, problem resolution, and building personal plans. Please refer to course outlines for greater details of the plan.
ARROW MACHINE, LLC	BELCHERTOWN	Franklin/Hampshire	\$21,600.00	Manufacturing	7	The training proposed for Arrow Machine is for ISO 9001. ISO 9001 is a comprehensive Quality Management System that is designed to help organizations ensure that they meet the needs of customers and employees. The training program is broken down into 7 modules, as outlined: Gap assessment (to measure weaknesses within the company); ISO 9001 Overview (to introduce procedures and policies of ISO 9001 to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for Arrow Machine that meet ISO 9001 standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed ISO 9001 standards); Internal Auditing (to train an internal auditor to ensure that the policies and procedures are in compliance and effective), Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed ISO 9001 standards).

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ARTAIC, LLC	BOSTON	Boston	\$82,000.00	Manufacturing	9	This grant will enable Artaic to undertake development of comprehensive training systems for information and operational processes and continuing improvement methodology, including but not limited to Enterprise Resource Planning outline and training on a robust integrated information software system.
Arwood Machine Corp	Newburyport	Merrimack Valley	\$25,000.00	Manufacturing	n/a	Arwood Machine Corporation is partnering with Tooling U to assess the skills gap and training needs for our machinists, machine maintenance, and Quality Inspection.
Baril Corporation	Haverhill	Merrimack Valley	\$97,200.00	Manufacturing	30	If approved we are going to focus on Continuous Improvement training with a complimentary Six Sigma component. Based on the challenges inherent to Medical Device contract manufacturing; process improvement coupled with tools to minimize and predict variation is the most logical way to directly impact our overall business. Companies that are able to maintain quality at lower prices and still deliver on time are the ones that will lead the industry. Lean and Six Sigma is a natural fit for these objectives.
BAY STATE SAVINGS BANK	WORCESTER	Central MA	\$49,760.00	Finance and Insurance	75	The advanced customer service presentation skills program is a highly interactive training program that will develop advanced skills for the delivery of exceptional services. Skills will be developed to identify the four essential components of a presentation, how to organize information in clear and concise manners, how to create strategies for visual aid options and audience participation. Skills will also be developed in the delivery of directive questioning, reflective questioning, and passive questioning techniques. Skills will also be developed for dealing with the irate, the complaining, and the silent customer. The program will utilize lecture, role play, video, group discussion, case studies, and technology interfaces. Each participant will conduct a presentation to the groups with specific products/technology of the bank.
BIRD INCORPORATED (DBA CERTAINTEED CORP)	NORWOOD	Metro South/West	\$115,150.00	Manufacturing	90	CertainTeed's training program will include three topic areas, all aimed at improving skills and our facility's ability to compete for market share in the building materials industry. These topic areas include Quality Improvement, Management Development, and Manufacturing Skills. Under Quality Improvement, employees will receive training in ISO 9001 systems, policies and procedures, internal auditing, corrective action, statistical process control, data collection and value stream mapping. Management Development training will be provided to production supervisors and support staff to improve their leadership and personal management skills. Manufacturing Skills training will include PLC programming, Safety Engineering, Accident Prevention and Five S Workplace Organization Strategies.
Boise Cascade Building Materials Distribution LLC	WESTFIELD	Hampden	\$55,200.00	Wholesale Trade	59	Our training plan will provide training in two areas, Lean Logistics and Six Sigma Practical Applications. The Lean Logistics course, Identifying and Eliminating Waste will be for our yard and administrative associates and will provide them with tools to both identify waste in all of its forms and to find the root cause in order to eliminate the waste. Under the Six Sigma heading, we have courses in Business Process Analysis and Improvement, and Measuring Organizational Performance. These courses will provide our Product Managers, inside and outside sales staff and administrative managers and staff with practical hands-on approaches on how to increase the effectiveness, efficiency, control, and adaptability of business processes and on how to better utilize and enhance our existing performance management system. The course provides guidance on integrating an operational and performance measurements through all company functions. Training will be completed by April 2014.
BOSTON CENTERLESS, INC.	WOBURN	Metro North	\$65,400.00	Manufacturing	52	1-English for Speakers of Other Languages - Improve communication skills; 2- Miller Heiman - Strategic Selling - Advanced skills to develop new business, using different tools and techniques to identify and close new, large accounts; 3- Leader Mentoring Program - an individualized mentoring and group learning program to help develop the personal perspectives and practices of owners and senior management that will nurture their ability to creatively lead long term.
BOSTON TECHNOLOGIES. INC.	BOSTON	Boston	\$63,980.00	Professional, Scientific and Technical Services	62	A recent company wide assessment identified a need to improve our Customer Satisfaction Ratings in many areas of the company, including Customer Response Time (3.0), Quality of Service (3.3), and Industry Comparison Rating (3.3) among other key areas. Our response to this Assessment is to better train our workforce. Our proposed training plan includes the following: Project Management for 16 participants (2 groups of 8 for 3 days); Process Improvement for 16 participants (2 groups of 8 for 4 days); Customer Service for 18 participants (2 groups of 9 for 2 days) and Leadership & Management for 1 group of 12 managers for 4 days.

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BOYD COATINGS RESEARCH	HUDSON	Metro South/West	\$128,850.00	Manufacturing	90	Our proposed training plan includes training for all levels of employees. The bulk of the training will be in Lean manufacturing and methodologies. Lean training will include basic principles, value streams and kaizen activities. Additionally, our technical staff will receive training in DOE (Design of Experiments), FMEA, SPC, and other Six Sigma techniques. Our supervisory and leadership team requires formal training to improve and develop their skills. Customer Service training is necessary due to a reorganization and refocus of the department. Increasing the professionalism of our leadership and customer service teams is a major outcome from the proposed training initiative.
BRIDGEWATER SAVINGS BANK	RAYNHAM	Bristol	\$74,640.00	Finance and Insurance	100	The advanced customer service presentation skills program is a highly interactive training program that will develop advanced skills for the delivery of exceptional services. Skills will be developed to identify the four essential components of a presentation, how to organize information in clear and concise manners, how to create strategies for visual aid options and audience participation. Skills will also be developed in the delivery of directive questioning, reflective questioning, and passive questioning techniques. Skills will also be developed for dealing with the irate, the complaining, and the silent customer. Skills will also be developed in problem solving techniques. The program will utilize lecture, role play, video, group discussion, case studies, and technology interfaces. Each participant will conduct a presentation to the groups with a specific technology product and core product.
Brooks Automation, Inc.	CHELMSFORD	Greater Lowell	\$247,140.00	Manufacturing	427	The training program has three major components. 1. Six Sigma Quality Training that includes: White Belt, Yellow Belt, Green Belt, Black belt and Product Development Training. These are certification level courses and we expect to certify 120 Yellow Belts, 30 Green Belts and 20 Black Belts by the end of the grant period. 2. Comprehensive ISO 14001:2004 training designed to enable implementation of this quality system and prepare for the ISO 14001: 2004 Certification Audit. 3. Soft skills training that includes: Leading, Facilitating and Empowering Teams; Leading through Change; Developing Leadership Awareness; and Project Management.
C&G Machine Tool	GRANBY	Franklin/Hampshire	\$27,093.00	Manufacturing	9	The training for C&G is AS 9100 Rev C. AS 9100 is a Quality Management System standard that uses ISO 9001 as a base for the requirements and then adds Aviation, Space and Defense requirements. The AS 9100 training program shall be broken down into 7 modules, as outlined: Grant assessment (to measure weaknesses within the company); AS 9100 Overview (to introduce procedures and policies of AS 9100 to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for C&G that meet AS 9100 standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed AS 9100 standards); Internal Auditing (to train internal auditors to perform audits to ensure that AS 9100 policies and procedures are complied with), Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed AS 9100 standards).
C.E. Floyd Company, Inc.	BEDFORD	Metro South/West	\$67,200.00	Construction	29	Experienced construction professionals, our staff needs training in 4 hands-on modules: 1) Sales and Service Skills -Understand and respond to client needs; Ability to effectively address client problems; Strengthen long-term client relationships with existing clients; Sell and initiate new client relationships 2) Executive leadership skills - Address changing industry & company growth; Branding; Support for organization-wide initiatives to implement change; One-on-one and group interpersonal skills that motivate, develop and align employees with the company's goals 3) Presentation Skills - Facilitate effective discussion in project meetings, client meetings, project interviews; At industry conferences, meetings, seminars; In-company within and across departments 4) Writing Skills - Writing effective client communications; Communicating difficult information in a professional way Service and support correspondence; Sales and marketing writing; Industry publications
CABEM Technologies	FRANKLIN	Metro South/West	\$23,200.00	Professional, Scientific and Technical Services	11	The training plan includes four components - ISO 27001 Information Technology Security Techniques and Management System Requirements, Risk Management Requirements, Internal Auditor methods and processes, and ISO 27001 implementation and Continuous Improvement Methods. The modules will include understanding ISO 27001 requirements, Codes and Practices for IT Security Management, Guidelines for IT Implementation and 3rd party registrar requirements, establishing Risk Management methods per ISO 27005, Business Continuity System Requirements of ISO 22301, Internal Auditor methods related to the above ISO standards, and development of best practices to protect customer information used during daily IT service activities. Refer to attached course descriptions for greater details of the plan.

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CAMBROOKE FOODS, INC	AYER	North Central MA	\$64,400.00	Wholesale Trade	45	Lean Manufacturing: how to design and establish processes that are effective, free of waste, and measurable; how processes create value and identify existing waste through value stream mapping; how to establish standardized methods for effective process implementation in accordance with Food Safety and Aseptic packaging requirements. Training includes modules on Hazard Analysis and Critical Control Point (HACCP) requirements, Value Stream Mapping, Standardization, Error Proofing, Lean Goals, Visual Factory Management, Lean One-Piece Flow, Kaizen/Continuous Improvement, and Lean Metrics. All this training will account for the Food Industry Requirements and ISO 9001.
Cascade School Supplies, Inc.	North Adams	Berkshire	\$21,120.00	Retail Trade	21	This training plan provides advanced skills in three areas. Warehousing Operations and Inventory Management, provides the skills to improve warehousing operations, making us more efficient, and reducing our inventory investment, making us more profitable. Six-Sigma provides the skills to analyze and improve business processes, making them more efficient and effective, allowing us to reduce costs. Value Based Customer Service provides our employees with the knowledge and skills to improve each customer interface. Our employees will acquire the skills to ensure our customers' needs/requirements are fully met, improving customer satisfaction with our services. This training plan gives our employees the skills to improve operational efficiency, reducing costs and improving the service we deliver. The training will be delivered primarily during our slow season, October - May over a period of 14 months. This training plan has been reviewed and accepted by our executive leadership team.
CEREBRAL PALSY OF MASSACHUSETTS	QUINCY	South Shore	\$80,240.00	Other Services (except Public Administration)	130	Impact Time Management Skills Program is a training program that will teach the attendees how to set and accomplish goals, how to recognize and deal with time wasters, how to improve concentration and efficiency, how to break indecision and procrastination, how to create realistic and productive schedules, how to increase productivity by using technology efficiency, and how to prioritize by creating boundaries. Impact Presentation Skills is a training program that will teach the attendees skills four identifying four essential components of a presentation, skills to analyze an audience, skills for organizing information into clear and concise materials, skills for implementing techniques for varying vocal tones and body language, skills to identify benefits and pitfalls of various visual aid options, skills to introduce goals to your presentation, and skills to measure effectiveness of the presentation.
Checkerboard	WEST BOYLSTON	Central MA	\$60,930.00	Manufacturing	52	Agile Methodologies, Adobe In Design, Adobe Photoshop, Adobe Illustrator, Human Centered Design, Supervisory Skills (Communications, Job Instructions, Job Methods, Workplace Depolyment)
CITY OF SALEM	SALEM	North Shore	\$21,600.00	Public Administration	0	In-depth skills analysis of the North Shore Life Sciences industry and a detailed comparison of skills needed versus training availability in North Shore educational providers. Based on this information, new training/education programs will develop and, where needed, consortium WTFP grant applications will be submitted.
CLARIANT CORPORATION	NEEDHAM	Metro South/West	\$36,750.00	Manufacturing	26	Clariant's training program for 2013 to 2014 will include training in Design / Configuration Management, Risk Management, Project Management, and English as a Second Language. These programs will be delivered over a two year period, and will involve more than 50% of our workforce.
Clinton Savings Bank	CLINTON	North Central MA	\$59,330.00	Finance and Insurance	104	The proposed training plan will include 96 hours of Lean Transformation for the Financial Industry (including 56 hours of Champion Training (Tools for Lean Transformation, The Climate of Lean, Value Stream Mapping, Kaizen Event Implementation, Lean Project Management), an Executive Overview for 8, a White Belt Overview for the front line bank staff, and a Workshop Intensive Yellow Belt Overview for 18 team members) and 60 hours (30 hours each for two cohort groups) of Advanced and Front Line Sales Training.
CMJ Management Company, Inc.	Boston	Boston	\$208,992.00	Real Estate and Rental and Leasing	275	The training plan includes three components - Impact Advanced Management Training, Impact Advanced Sales Training, and Impact Advanced Customer Service Training. The Advanced Management Program includes modules on listening styles, passive and active listening techniques, conflict management, conflict resolution, coaching, leadership, process definition, financial accountability, and performance measurement. The advanced sales training includes modules on questioning skills, the social-discovery-qualifying phases of selling, successful confirmation, feature and benefit alignment, trial closing, and closing techniques. The advanced customer service program includes modules on delivering exceptional service, dealing with difficult people, problem resolution, and building personal customer service plans. Refer to course descriptions for greater details of the plan.

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CMT MATERIALS, INC	ATTLEBORO	Bristol	\$106,540.00	Manufacturing	35	The goal of this training plan will be to educate/train CMT Materials management and employees in a two pronged approach to Continuous Improvement philosophy and related methods. The first is focused on the Operational and Production environment and will include structured classroom, hand-on with instructor and assignment based training in: Continuous Improvement, 5S, Pull Systems/Kanban, Visual Systems and Standardized work. The second is focused on Corporate Management to facilitate management team structuring to address a needed shift from a hands-on management style to one supporting the LEAN culture of the business, allowing top management to focus on the needs of the business from a strategic, financial and market based perspective. All of the training will utilize a combination of classroom training, interactive with trainer and assignment based training instruments.
Common Crow Natural Health	GLOUCESTER	North Shore	\$65,265.00	Retail Trade	36	The training will teach us the skills needed to implement the principles and practices of lean manufacturing. The training modules include: Lean Goals, Value Mapping, Visual Management, Error Proofing, Quick Changeover, Standard Operating Procedures, One Piece Flow, Kanban System, and Lean Metric's. The training will also include an Advanced Management Skills Training program. The focus of this program is to teach skills on managing all aspects of a business. Attendees will learn skills to establish credibility with their direct reports, how to manage and resolve conflict, how to coach individuals and set goals, how to utilize performance measurement systems in alignment with personal goals, departmental goals, and organizational goals. Please refer to course outline attached for greater explanation of the program.
COVIDIEN LP	CHICOPEE	Hampden	\$143,000.00	Manufacturing	225	The proposed training plan is heavily focused on shop floor employees, machine operators and leads, along with, some production support and management staff. In order to reach our goals for growth, quality, and costs, we will be focusing on developing a standardized method for effective training on critical operations and tasks; training all shop floor employees in problem solving skills; providing machine operators with basic manufacturing skills (basic math, SPC, metrology) and machine / process troubleshooting training for deeper job knowledge and understanding. A core team will receive Leader Effectiveness training. The specific workshops include: TWI Job Instructions (JI), TWI Skills Mastery & Deployment, Basic Manufacturing Skills, Leader Effectiveness Training, Team Involvement Problem Solving (TIPS), Machine and Process Troubleshooting.
CRYSTAL ENGINEERING CO., INC.	NEWBURYPORT	Merrimack Valley	\$50,000.00	Manufacturing	25	Teach Crystal employees how to develop, deploy, maintain and continuously improve an AS 9100C Aerospace level I manual and level II procedures leading to certification so they attain the skills necessary to not only allow them to advance within Crystal but to also be capable of training other employees in the future.
Curtis Industries	WORCESTER	Central MA	\$98,350.00	Manufacturing	82	This is a multifaceted training plan designed to affect changes and develop skills from the following programs: Supervisory and Leadership training to educate and develop our leadership team, and Customer Service to further develop customer relationships, MRP training to help us maximize the capabilities of our MRP system, and Basic computer skills for shop floor employees who have never used computers, Supply Chain training to help us manage our suppliers, Training Within Industry to improve methods and our overall safety approach, Team Problem Solving to include all levels of employees to solve problems using a team based approach, Value Stream Mapping to teach us how to prioritize improvement opportunities that will impact our organization, and Total Productive Maintenance will address our unplanned equipment failures and manage critical maintenance issues before they cause serious unplanned downtime.
DAKIN ROAD INVESTMENTS, INC. (DBA P&L MACHINE COMPANY)	LITTLETON	Metro South/West	\$36,000.00	Manufacturing	18	The training for P & L is ISO 9001, ISO 13485 and AS 9100. The training programs will be broken down into 7 modules, as outlined: Grant assessment (to measure weaknesses within the company); ISO and AS Overview (to introduce procedures and policies of ISO to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for P & L that meet standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed ISO and AS standards); Internal Auditing (to train internal auditors to perform audits to ensure that ISO and AS policies and procedures are complied with), Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed ISO and AS standards).

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D'ALESSANDRO CORPORATION	AVON	Brockton	\$90,869.00	Construction	85	This training will teach us the skills needed to implement the principles and practices of lean manufacturing. The training modules include Lean Goals, Value Mapping, Visual Management, Error Proofing, Quick Changeover, Standard Operating Procedures, One Piece Flow, Kanban System, and Lean Metrics. Please refer to course outline attached with the grant application for more information. This training plan will also include an Advanced Management Skills Training Program. The focus of this plan is to teach skills on managing all aspects of a business. Modules will be conducted in Communicating and Listening, Conflict Management and Resolution, Coaching, Goal Setting, Financial Accountability, Leadership, and Performance Measurement. Please refer to course outline attached with the grant application
Dorel Juvenile Group	FOXBORO	Metro South/West	\$162,260.00	Manufacturing	101	Intended training plan consists of eight main programs: 1) Improve Management System & Documentation for Management System efficiency & effectiveness. 2) GMP related training to ensure key personnel are properly trained for auditing Risk Mgmt. & Corrective Actions. 3) Internal Auditing Certification to ensure proper audits are conducted for effective & efficient QMS. 4) Improve the Product Development Process to market innovative and creative products. 5) Quality Engineering & Technicians be trained in latest engineering techniques & tools. 6) All employees will be trained in various topics such as team building, process documentation, process mapping, quality concepts and process improvements. 7) SolidWorks training to provide knowledge on 3 D Drawings for increased speed & efficiency. 8) Improve Project Management skills for planning, scheduling, communicating, reporting and management of the projects.
DUROMAR, INC.	PEMBROKE	South Shore	\$28,325.00	Manufacturing	10	The training for Duromar is ISO 14001. ISO 14001 is a Quality Management System standard that uses ISO 9001 as a base for the requirements and then adds environmental requirements. The ISO 14001 training program shall be broken down into 7 modules, as outlined: Grant assessment (to measure weaknesses within the company); ISO 14001 Overview (to introduce procedures and policies of ISO 14001 to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for Duromar that meet ISO 14001 standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed ISO 14001 standards); Internal Auditing (to train internal auditors to perform audits to ensure that ISO 14001 policies and procedures are complied with), Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed ISO 14001 standards).
DYNAMET TECHNOLOGY, INC.	BURLINGTON	Metro North	\$22,000.00	Manufacturing	10	The proposed training plan has been tailored to meet Dynamet's need for employees to meet and achieve registration to the AS9100:2009 International Aerospace Standard. The plan is divided into three modules: 1. Executive Management Session Training 2. Employee Training Awareness Session for AS9100:2009 3. Process Documentation - Development & Training
E INK CORPORATION	CAMBRIDGE	Metro North	\$209,685.00	Professional, Scientific and Technical Services	289	The proposed plan focuses on four major areas of study based on modified curricula from our local Massachusetts community colleges: 1) Lean Manufacturing Techniques Training: Focused primarily on E Ink's South Hadley-based entry-level production technicians; 2) Knowledge Management Skills Training: Tools for documenting and archiving critical technical and process information, including data analysis; communicating using Microsoft PowerPoint and Excel; and preparing technical reports; 3) Basic Skills Training: For entry-level production technicians involved with manufacturing to acquire reading, writing, math and chemistry skills required to perform the jobs effectively; 4) Leadership and Management Training: Creating an environment that supports innovation, negotiating skills, leading by example, managing conflict, providing direction, building teams, and empowering employees.
EasCare Ambulance Service, LLC	BOSTON	Boston	\$61,680.00	Health Care and Social Assistance	45	The training plan is comprised of offering an Emergency Medical Technician Basic (EMT-B) course for Chair Car Drivers at EasCare. EasCare will partner with Wheelock College on this initiative. An EMT-B course is comprised of a minimum of 110 hours of lecture and practice sessions as required by Massachusetts and the U.S. Department of Transportation. After successful completion of the program, the student will be able to: -Recognize the nature and seriousness of the patient's condition or extent of injuries; -Administer appropriate emergency medical care based on assessment findings of the patient's condition; - Lift, move, position and otherwise handle the patient to minimize discomfort and prevent further injury; and, Perform safely and effectively the expectations of the job description. EasCare will also research a program for Military Combat Medics to transition to EMT-Paramedics in the civilian EMS system.

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East Coast Metrology LLC	TOPSFIELD	North Shore	\$23,400.00	Professional, Scientific and Technical Services	15	Training on ISO17025 in 4 steps: 1) Principles of an ISO17025 Metrology Management System - educating on competence of testing and calibration laboratories in accordance with ISO17025. 2) Development of the metrology system - learn how to properly document for metrology compliance via a quality manual, procedures and other essential documentation. 3) Implementation and Management of an ISO17025 metrology system - learn to effectively implement a metrology system in accordance with ISO17025. 4) Internal Quality Audit for Continual Improvement - learn skills necessary to conduct and complete quality audits to address non-conformities and document opportunities for improvement as it relates to ISO17025 while integrating our ISO9001 system that has resulted in our ongoing success.
Electro Wire, Inc.	Leominster	North Central MA	\$104,415.00	Manufacturing	68	The training plan consists of 3 main programs: 1. TL9000 Mgmt. System to sustain existing & new telecommunication customers, 2. ISO 14001 Environmental Mgmt. System to satisfy needs of new customer requirements, 3. Lean Six Sigma to be competitive / improve quality, productivity & cost.
ELEVATION BRANDS, LLC	FRAMINGHAM	Metro South/West	\$42,100.00	Manufacturing	30	This training plan provides our employees with advanced skills in three areas. 1) The Lean Workplace module , consisting of 7 courses, provides participants with the skills to improve work efficiency on the production line as well as in administrative functions. This module will also provide the skills and understanding to develop effective work-teams, methodically solve problems, and develop a culture of continuous quality improvement. 2) The Workplace English module, consists of one course and provides non-native English speaking employees with an advanced understanding of English phrases and terminology, as used in a business/production environment, to improve their comprehension and communication skills. 3) The Visual Workplace module provides participants with advanced skills to employ visual production management techniques to improve workflow, reduce defects, and provide operational status. We have developed a 15 month implementation plan for full delivery of the training.
ENSERVIO, INC.	NEEDHAM	Metro South/West	\$79,707.00	Finance and Insurance	209	Enservio has conducted an assessment which has helped us to identify three key training programs that are needed during the next two years to help us to continue to grow and expand our business in Massachusetts: 1) Leadership & management training is needed for 22 existing managers as well as 20 current high potential employees that we expect to promote to these higher level positions (once they are able to attain new skills). 2) Productivity Improvement training for 25 existing managers and 150 employees to identify opportunities to improve productivity and improve efficiency in handling claims. 3) Customer Service training is required for 20 managers as well as all customer service employees and 64 additional employees. These training programs will help provide new skills for our managers and employees. In addition, they will provide alignment and a common set of skills among management and employees to help us to achieve the opportunities for expanded growth that we have identified.
ENTEGRIS, INC.	BILLERICA	Greater Lowell	\$128,510.00	Manufacturing	0	Training topics will focus on four major areas developed in collaboration with MCC: 1) Technical Skills: Two levels of math will be contextualized to improve equipment reading accuracy, testing and data collection; statistical applications includes elementary probability, sampling and hypothesis testing; statistical process control assists with computing capability ratios, charts and implementation techniques; 2) Knowledge Management: Courses include computer skills to improve reporting time and accuracy, learning Excel and PowerPoint for data presentation, charting, and technical writing skills contextualized for employees to improve internal and external communications; 3) Management and Leadership Skills: Includes team building, conflict resolution, and leadership development to learn effective management processes; and 4) Job-Related ESL reading and writing training to enhance critical thinking and to foster a smoothly functioning workplace.
Epec LLC (DBA Epec Engineered Technologies)	NEW BEDFORD	Greater New Bedford	\$135,644.00	Manufacturing	34	Training centers on decreasing our waste percentage by training our staff on advanced efficiency techniques and material flow optimization. The focus is on identifying and addressing sources of lag and disconnects in work flow to reduce disruptions daily and to prepare staff for when these bottlenecks are amplified as business conditions change.
Excelsior Printing Co.	North Adams	Berkshire	\$11,858.00	Educational Services	n/a	Berkshire Community College proposes to provide technical assistance to Excelsior to conduct a training needs assessment and develop a training plan to meet company restricting and growth needs. Because of recent company growth, including multiple acquisitions over the past four years, Excelsior requires a training plan to help unify disparate employee skills, practices, and work cultures across multiple operating units.

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
F. CARRIER CO., INC.	WORCESTER	Central MA	\$21,600.00	Manufacturing	7	The training proposed for Carrier is ITAR and is broken down into 7 modules, as outlined further. ITAR stands for the International Trafficking in Arms regulations regarding the export and import of defense related articles and services on the United States Munitions List. The regulations cover security protocols regarding email, electronic transmissions, export control, import control, foreign nationals, laptops, electronic storage devices, training programs, and much more. Module #1 Gap assessment; Module #2 ITAR Overview; Module #3 Management Planning, Module #4 Procedure Development; Module #5 Procedure Training; Module #6 Auditing; Module #7 Measurement, Analysis and Improvement.
F.W. WEBB COMPANY	BEDFORD	Metro South/West	\$95,200.00	Wholesale Trade	143	The proposed training plan is a 3 phase sales development plan: -Phase I (2 day sessions for 9 associates) provide sales coaching skills to the General Managers for framework, knowledge, communication, and planning tools to coach FW Webb sales professionals for increased sales performance and to ensure the new skills are ingrained in the FW Webb sales culture and process. -Phase II (3 day sessions for 48 associates) develops outside sales professionals and General Managers with the core selling and key interaction skills to lead to profitable and mutually beneficial sales conversations. This 4 step process will also increase profitability and up-selling skills. -Phase III (2 day sessions for 95 associates) develops inside sales professional core selling and interaction skills specifically for those using web based and phone based sales outreach, with emphasis on finding new opportunities with existing clients.
FABRICO	OXFORD	Central MA	\$182,400.00	Manufacturing	177	This program has three elements. 1. A Lean program that includes a Yellow Belt introduction to Lean concepts, best practices and techniques; Lean Champion Training; Green Belt Training, and Kaizen events that focus on improvements in productivity, throughput, on time delivery, inventory, and quality. 2. Quality skills training that include Control Plans, Blueprint Reading, GD&T, and FMEA. 3. Advanced skills training that includes Supervisor Training, Project Management Training, and a Train the Trainer program to improve the skills of our internal trainers.
Fourstar Connections Inc.	Hudson	Metro South/West	\$71,930.00	Manufacturing	21	Our training plan includes: Both Technical training and Employee Development Training. Technical Training includes - Electronic and Box Build Assembly for our technical and higher skilled production employees, Advanced ERP Training to help us maximize our ERP system and will include our more advanced computer users, Intermediate Accounting - for our current book keeping staff to advance their accounting skills. Employee Development includes - Bullet proof manager training for our senior level managers to make them better managers. Training within industry - job instruction for our line supervisors to enable them to standardize employee skills training. Training within industry - methods training for our sales and marketing team to stream line the up front processes. Project management training for our senior managers to become better at managing projects through to completion and realization of benefits of completed projects.
GALE ASSOCIATES INC	WEYMOUTH	South Shore	\$42,750.00	Professional, Scientific and Technical Services	46	Continuous Improvement, Team Building, Client Service/Strategic Marketing, Advanced Leadership Training and Training and Development.
Gary McNaughton, P.E., PTOE (DBA McMahon Associates)	TAUNTON	Bristol	\$2,990.00	Other Services (except Public Administration)	7	McMahon has enlisted the advanced Civil 3D training services provided by Microdesk. This training will take place on-site at McMahon's Taunton office over two days (one per month for two consecutive months to minimize unbillable time of employees participating in training). The training will be focused on increasing McMahon's roadway design abilities through the use of AutoCAD Civil 3D software applications, as well as producing plan sheets and output from the software that complies with MassDOT standards, which were developed by Microdesk employee, Rick Reid. Topics to be covered include: DAY ONE <input type="checkbox"/> MassDOT CAD Standards – template overview <input type="checkbox"/> Alignments & Profiles – overview <input type="checkbox"/> Corridors – code sets, basics of feature lines, sub-assembly basics, assembly creation, regions, targeting, driveways, FG surface DAY TWO <input type="checkbox"/> Cross Sections – best practices, creation, code sets. <input type="checkbox"/> Pipe Networks & Drainage <input type="checkbox"/> QTO Manager – basics, reports <input type="checkbox"/> Plan Production – basics, use of Sheet Sets

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
George Washington Toma TV & Appliance	WEYMOUTH	South Shore	\$29,385.00	Retail Trade	15	George Washington Toma TV & Appliance proposes a customized advanced sales training program where 15 participants will attend 22 advanced, two hour classroom training sessions as well as 37 advanced, one hour conference call training programs. Training will take place over a period of 22 months. This totals 81 hours of training. Similar training has been approved under the Express Fund; reference course ID 12345678 and course ID 87654321. Please note that for this group of 15 Toma sales team members this training material is advanced. Also due to limitations in Toma being able to release, at most, four sales team member at a time to participate in training, they will be accommodated through classroom training at GNA Training facility in Braintree in smaller groups as well as through the Tele-Conference format. This training provides advanced skills building and the scheduling flexibility needed by Toma.
Global Interconnect	POCASSET	Cape & Islands	\$33,600.00	Manufacturing	12	Global Interconnect would like to pursue a training program that would prepare us for ISO 13485 certification for our staff at our Pocasset, MA office where all of our design/prototype work for products is performed.
GRAPHIC ARTS INSTITUTE OF NEW ENGLAND (DBA PRINTING INDUSTRIES OF NEW ENGLAND)	SOUTHBOROUGH	Metro South/West	\$234,650.00	Manufacturing	193	The training plan follows a 44 hour curriculum (11-4 hour workshops) that will introduce participants to Lean Management tools in a workshop format that will involve putting them to work in the workplace allowing them to follow the proven Plan, Do, Check, Adjust (PDCA) philosophy that supports Lean Management implementation. In support of the education, participants will also be using learned business presentation skills to participate in strategic business planning sessions with executive management at their respective companies.
GREATER NEW BEDFORD WORKFORCE INVESTMENT BOARD CONSORTIUM GRANT #2	NEW BEDFORD	Greater New Bedford	\$249,172.00	Manufacturing	74	The training plan emphasizes the elimination of waste and redundancy through optimizing production activities and developing the workers as internal experts. Training Topics range from 5S Visual factory, SPC, and Lean Transformation that will be coupled with intermediate/advanced communication and supervisory skill enhancements. Training will occur in classroom settings, on the floor, and one on one support by the trainer. Due to the uniqueness of the consortium, each of the companies will be sending its registered workers to a majority of the training courses provided. By doing so, the trainer will maximize its cost efficiencies by filling classes and driving down the cost per participant per course offering. Consortium members expect that upon completion of training, workers will realize pay raises and promotions as a result of improved productivity in their respective workplace.
GREATER NEW BEDFORD WORKFORCE INVESTMENT BOARD CONSORTIUM GRANT #1	NEW BEDFORD	Greater New Bedford	\$246,356.00	Manufacturing	72	The training plan emphasizes the elimination of waste and redundancy through optimizing production activities and developing the workers as internal experts. The achievement will be to improve the flow of information, within partner companies. Other achievements will be to increase throughput, increase product quality, to reduce downtime, to reduce scrap (improved yields) and for their employees to have an enhanced understanding of time-management techniques. The approach will build individual confidence levels; provide trainees with the ability to communicate thoughts and ideas and to increase participation in decision-making processes. Employees will learn key performance factors essential to successfully manage projects and develop critical skills that are transferable within the company, the industry, and beyond. Employer expect that upon completion of training, workers will be eligible for pay raises and promotions because of improved productivity and enhanced employee involvement.
Greene Rubber Company, Inc.	Woburn	Metro North	\$59,200.00	Manufacturing	43	Our training plan provides training for our employees in 5 areas. Six Sigma training will provide tools to more effectively measure, analyze and improve our business processes. Operations Management training will provide skills and tools in planning, scheduling and inventory management, enabling us to better use our Epicor system to achieve our objectives. LEAN manufacturing training will help our employees to apply a team approach to the identification of activities or procedures that are wasteful and eliminating them. Advanced Customer Service training will enhance our skills in communicating effectively, cross-selling and responsiveness. Advanced Computer Skills training will improve performance reporting using Excel's capabilities and will improve our quotation process efficiency and accuracy with better Word skills. This training program has been approved by our top management team. The training will be completed within 18 months.

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
GREENFIELD SAVINGS BANK MHC	GREENFIELD	Franklin/Hampshire	\$125,175.00	Finance and Insurance	73	GSB's training plan focuses on developing skills in two significant areas - Management Development and Personal Productivity. Under the first, a comprehensive leadership and managerial skills training will be provided to managers, supervisors, and operations professionals. Project Management and Team Problem Solving training will also be provided to a cross section of employees in our administrative operations and our front offices. Under Personal Productivity, back office associates and tellers will receive training in Selling for Non-Sales Professionals. Training will be provided by the CFT entitled Understanding Small Business Borrowers which will be delivered to managers, assistant managers, and CSRs. The last topic will be MS Excel, which will be provided to Tellers and back office staff who lack skills in utilizing this software application to manage, manipulate, and report data - an essential skill needed to advance at GSB.
GREYLOCK FEDERAL CREDIT UNION	PITTSFIELD	Berkshire	\$154,270.00	Finance and Insurance	254	Greylock proposes 5 parts to its plan: 1) Certify 3 in-house trainers to deliver Integrity Sales Training Program classes (saving \$78,750 in external trainer cost). 2) After co-teaching with a vendor "master trainer", in-house trainers will deliver (A)Sales Management and (B)Sales Training for all staff who interact with members, consisting of Coaching Training for line Managers, followed by Sales Training for all staff of Branches; 3) Management and Leadership training for mid-to-senior management. 4) Excel classes for 29 staff. 5) Microsoft 2007 and Internet Explorer 9 classes for all employees.
Harmonic Drive LLC	PEABODY	North Shore	\$102,400.00	Manufacturing	37	HDLLC will extend its lean and continuous improvement efforts to include front office (Sales, Engineering, Quality, and Administration) with training in Lean Administration including Administrative Problem Solving, Administrative Process Mapping, Visual Controls in an Administrative Environment, and Administrative Error Proofing. Additionally, we will provide leadership training for our senior and middle managers, customer service training for sales personnel, and sales support training for employees who provide technical and administrative support before, during and after sales. Lead auditor training for AS9100 certification will be provided to our quality staff and our engineering will attend advanced 3D CAD and Finite Element Modeling training classes.
HR Knowledge	MANSFIELD	Bristol	\$39,808.00	Other Services (except Public Administration)	36	The training plan includes two components - Impact Advanced Management Training and Impact Advanced Customer Service Training. The Advanced Management Program includes modules on conflict management and resolution, coaching, goal setting, leadership, performance measurement, financial accountability, and process improvement. The Advanced Customer Service program includes modules on preferred listening styles, electronic communications, listening techniques, questioning techniques, and dealing with difficult people. Please refer to the attached course descriptions for greater details on the programs.
HUB PEN COMPANY	BRAINTREE	South Shore	\$94,600.00	Manufacturing	151	HUB Pen plans to introduce the concepts of Continuous Improvement/ Six Sigma company wide. The initial focus will be on more basic concepts such as introductory courses in Continuous Improvement, 5S and Strategy Planning Deployment. The initiatives will then build on these basic skills and evolve into more advanced techniques and tools such as advanced Problem Solving, Value Stream Mapping, Standard Work and elimination of variations etc. Finally we have included a "Train the Trainer" component in order to ensure our ability to retain the knowledge, sustain the improvements and pass these skills and tools onto incoming employees.
IMPERIAL DISTRIBUTORS, INC.	AUBURN	Central MA	\$183,000.00	Manufacturing	125	Imperial has designed a training program that will focus on developing improved skills in communications, process improvement strategies and tools, and problem solving skills, so that we can improve performance within our operations. Training will include Leadership Development for Distribution Supervisors and Line Leads, an Introduction to Continuous Improvement strategies and methods, Process Mapping / Waste Reduction, Standardized Work methods, Team Problem Solving tools and techniques, Influencing skills for Category Managers, and Spanish for Distribution Line Leaders. In total, over 250 people will be involved in our training plans for 2012-14.
IMPLANT SCIENCES CORPORATION	WILMINGTON	Metro North	\$42,900.00	Manufacturing	44	The proposed training plan was designed to meet Implant Sciences' need for employees to achieve registration to the ISO 9001:2008 Quality Management System and the ISO 14001:2007 Environmental Management System. The plan is divided into six training modules: 1. Executive Management Training for ISO 9001 & 14001 2. Employee Awareness Training for ISO 9001 & 14001 3. Process Documentation Training 4. Project Management Training 5. Environmental Management System (EMS) Development, Implementation & Verification Training 6. Internal Auditor Training for ISO 9001 & 14001

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Industrial Precision Coating	RANDOLPH	South Shore	\$29,200.00	Other Services (except Public Administration)	13	The training plan includes three components - Understanding the requirements of NADCAP standards AC 7004 (quality system) and AC 7108 (special process) specifications. To develop a Quality Manual, Standard Operating Procedures, Work Instructions and related forms and templates to meet NADCAP requirements. The Internal Audit module will teach us skills to perform successful and effective internal audits to policies and procedures developed above. This training will include audit checklist development, reporting, and completion of audit processes. The NADCAP Implementation and Continuous Improvement module will teach us higher level quality assurance skills needed to set process measures and objectives, use statistical process control measurements, problem solve and to perform robust root cause and corrective action methods. Refer to attached course descriptions for greater details of the plan.
INTEGRATED COMMUNICATIONS & TECHNOLOGIES, INC. (DBA ICT)	MALDEN	Metro North	\$76,100.00	Manufacturing	26	ICT is growing rapidly. In order to continue growing we need significant investment in employee training. The training falls into 2 major categories: certification and registration to "E" standards an enhanced CycleLution systems training. These training needs address growth needs. The growth potential is enormous. e-Stewards, R2 and ISO 14001 certifications are becoming required by new sources and customers. The CycleLution system training builds needed capabilities in our material flow inventory and tracking systems critical to meeting customer requirements as well as ISO14001 support. This will require company-wide commitment and training. We will all gain knowledge and experience and prepare our employees for added responsibilities as we grow. This training will allow us to be the first (or among the first) in the Northeast to achieve "customer critical" combination of certifications, registrations and software approved recycling status.
IONSENSE, INC.	SAUGUS	North Shore	\$16,800.00	Manufacturing	8	The training plan is based upon what is needed for IonSense to achieve compliance with the quality standard ISO 9001:2008. The elements of training include: executive management training in different approaches to ISO 9001 implementation, employee training in what is required to become compliant, team implementation training on the required process and systems analysis and improvement, training on developing the required documentation, training of internal ISO 9001 auditors, problem solving and corrective action training.
IREDALE MINERAL COSMETICS LTD	GREAT BARRINGTON	Berkshire	\$228,400.00	Manufacturing	79	We propose to do the following technology and business process training, as one key piece of an overall major investment in a newly-established, state-of-the-art, ERP system project: 1. Sales and customer service for 45 employees on our sales and support team 2. Business intelligence and master data for 40 employees 3. Logistics and distribution for Warehousing and Fulfillment for 38 employees 4. Purchasing and Demand Planning for 36 employees 5. Finance for 15 employees 6. Advanced technical troubleshooting and customization of applications for 5 employees. We would like to obtain Dynamics AX Developer Certification for 2 members of the Information Systems Department.
iWalk, Inc.	BEDFORD	Metro South/West	\$115,100.00	Manufacturing	51	Our training goal is to provide staff with advanced skills that move iWalk into a phase of full commercialization of the BiOM and generation of additional products. This includes high volume, in-house manufacturing of the product; upstream selling to C level decision makers in the medical device and healthcare industries; aggressive project management timetables; enhancement of current Solidworks skills; and best in class management of resources. This results with a training plan focusing on the development of the following: lean manufacturing, sales, project management, mechanical engineering and management skill sets.
J. CALNAN & ASSOCIATES, INC.	QUINCY	South Shore	\$74,640.00	Construction	75	The training plan includes two components - Impact Advanced Conflict Management Training and Impact Negotiation Training. The Impact Advanced Conflict Management Training Program includes modules on identifying the three listening styles, passive and active listening techniques, utilization of the five methods for conflict resolution, identifying goals of a conflict meeting, and skills for managing emotional discussions. The Impact Negotiation training program includes modules on questioning techniques, discovery phase of a negotiation, confirmation phase of a negotiation, feature and benefit alignment, trial closing techniques, and dealing with objections. Refer to attached course descriptions for greater details of the plan.
Janis Research Company, Inc.	Wilmington	Metro North	\$131,470.00	Manufacturing	77	We are prepared to incorporate Lean Facility Design, and other techniques such as Kaizen and 5S to help transform the entire facility and train employees for optimal impact for growth. Topics include: Process Mapping Tools, The 7 Wastes, Visual Management, Pull Systems, Set-Up Reduction, Kanban's, Autonomation, Inventory Control, and implementation across the facility. The training plan includes Facility Layout, Lean 101, Green Belt Training, Lean 5S, and Lean Kaizen events. Train-the-trainer courses will be included.

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JR HIGGINS ASSOCIATES LLC	ACTON	Metro South/West	\$19,600.00	Manufacturing	19	The training plan includes 4 components related to establishing a quality management system based on ISO 9001:2008. ISO Overview Training. This will focus on the ISO requirements including management process, setting of quality objectives and process measurement systems, document and record controls, control of nonconforming product, inspection and calibration methods, and root cause and corrective actions, and formally establishing training and competence programs. Documentation Development. Developing a quality manual and SOPs based on ISO requirements. Internal Audits. This will focus on developing auditor skills to comply with ISO 19011. Audit checklists, and reporting, and corrective action follow-up methods will be developed. ISO Implementation. This will focus on standardizing the methods developed and establishing continuous improvement programs and reporting on results. All requirements of achieving ISO certification.
KIELB WELDING ENTERPRISES, INC. (DBA ADVANCED WELDING)	WEST SPRINGFIELD	Hampden	\$26,400.00	Manufacturing	8	The training for AW is NADCAP AC 7102 and AMS 2750 Heat Treating. Nadcap consists of "prime contractors" such as Boeing, Lockheed, Electric Boat, etc. to coordinate industrywide standards for special processes such heat treating and welding. The training program shall be broken down into 7 modules, as outlined: Grant assessment (to measure weaknesses within the company); NADCAP & AMS Overview (to introduce procedures and policies to all staff); Management Planning, Procedure Development (creation of procedures and policies specifically for AW that meet the standards); Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented); Internal Auditing (to train internal auditors to perform audits to ensure that the policies and procedures are complied with), Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects).
KNIGHT MACHINE AND TOOL, CO.	SOUTH HADLEY	Franklin/Hampshire	\$27,600.00	Manufacturing	19	The training proposed for Knight is for the International traffic in Arms regulations (ITAR) and is broken down into 7 modules, as outlined: Gap assessment (to measure weaknesses within the company); ITAR Overview; Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed ITAR standards); Internal Auditing, Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed ITAR standards).
Kronos Incorporated	CHELMSFORD	Greater Lowell	\$220,900.00	Professional, Scientific and Technical Services	320	Our training plan focuses on four elements: 1. Strategic thinking skill development for key individual contributors and managers across the organization. 2. Advanced software testing skill development for our quality assurance engineers. 3. Customer service skill development for individuals supporting our Cloud Services business which includes resources across our Services, IT, and Engineering organizations. 4. Collaboration skill development for individual contributors across the organization.
LANCASTER PACKAGING, INC.	HUDSON	Metro South/West	\$45,000.00	Transportation	20	Lean/Six Sigma Transformation (Intro to the Lean Toolset, 6S, Red Tagging, and Waste Reduction, The Culture and Climate of Lean, Value Stream Mapping to Identify Waste, Kaizen Event Implementation, Facilitation Skills for Implementing Lean Teams, Continuous Improvement Methods) and AS 9120, Quality Management System for Aerospace Product Distributors.
LaVoie Strategic Communications (DBA LaVoie Group)	CAMBRIDGE	Metro North	\$27,368.00	Other Services (except Public Administration)	10	Our plan is to train all of our account managers and our management team on the Impact Advanced Selling Training Program. This program will teach us skills in identifying a persons communication style, questioning techniques, informational mining, confirmation phase of a sale, feature and benefit identification methods, relationship building, and closing techniques. We also plan to train 5 of our employees in the Impact Advanced management Training Program. This program will teach us skills in conflict management and resolution, coaching, leadership, financial accountability, performance measurement, process improvement, and goal setting. Please refer to course outline attached with the grant application.
LEOMINSTER CREDIT UNION	LEOMINSTER	North Central MA	\$37,500.00	Finance and Insurance	20	Intermediate Management Certificate for 10 front-line supervisors (including Transitioning from Supervisor to Manager, Keeping Customers for Life, Higher Level Problem Solving, Managing Through Changing Times and How to Speak Persuasively) and Advanced Management Certificate for 10 mid-level supervisors (including Strategic Management, Best Practices Workplace Negotiation, How to Manage Conflict in the Organization, and Delegation for Business Success).
Malloch Construction Company	BERKLEY	Bristol	\$29,234.00	Construction	15	
Massachusetts Credit Union League CONSORTIUM	MARLBROUGH	Metro South/West	\$219,212.50	Finance and Insurance	210	High potential candidates have been identified to develop the skills and competencies as outlined in this training plan.

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MASSACHUSETTS MEDICAL DEVICE INDUSTRY COUNCIL Consortium	BOSTON	Boston	\$118,802.00	Manufacturing	189	The ISO 13485 Consortium is a unique workshop-based program that focuses on providing systems, documentation, training and on-site consultation for companies wanting or needing to comply with ISO13485:2003 standard for the medical device industry. The program is comprised of: 1. Seven (7) one-day, off-site workshops that are held once per month for seven (7) months. 2. Six (6) on-site training days are conducted at each of the participating company sites where training time is focused on but not limited to the application of the ISO standards learned in the corresponding workshops to the specific processes of each company. 3. A Gap Assessment is conducted with employees of each participating company to provide the benchmark criteria for a certifiable ISO13485:2003QualityManagement System.
MAUGEL ARCHITECTS, INC.	HARVARD	North Central MA	\$73,700.00	Professional, Scientific and Technical Services	18	Maugel Architects, Inc. intends to provide training in four areas as follows: 1.) Lean Management Training - 18 employees will attend a 2-hour Introduction to Lean ; 5 employees from our Customer Acquisition Division will attend 40 hours of Lean Management Training; 9 employees from our Process Improvement Division will attend 40 hours of Lean Training. 2.) Staff Development/ Advanced Customer Service Training - 18 employees will attend 4 hour trainings in 5 areas: Understanding Style Differences, Effective Communicating and Listening; Service Excellence; Conflict Resolution; Goal Setting & 8 hours for Presentation Skills (6 modules) 3.) Management Development - 9 staff will be trained in 6 modules- 4 hours each: Understanding Styles for Managers; The Role of a Manager; Performance Reviews; Directing and Delegating; Managing Team Agility; Coaching and Developing others. 4.) BIM/Revit training- 15 staff will attend 64 hours of training in Revit software for Architects.
MC ASSEMBLY	WINCHESTER	Metro North	\$70,350.00	Manufacturing	66	MC Assembly's training plan for 2012 - 2014 will focus on the development of skills and knowledge in Lean Manufacturing. We will provide employees with training in the following Lean Manufacturing subjects: Introduction to Lean Manufacturing, Value Stream Mapping & Analysis, Five S, Leading & Coordinating Kaizen Teams, and Kaizen problem solving methods.
MECHANICS COOPERATIVE BANK	Fall River	Bristol	\$69,017.00	Finance and Insurance	56	This proposed training plan focuses on creating an advanced skill level in three key areas that will positively impact operations at Mechanics Cooperative Bank (MCB): 1) Project Management with lean process tools, 2) Advanced Customer Service Training, and 3) Advanced Sales Training. This training plan emphasizes optimization and productivity enhancement by developing key staff as internal experts in the above areas in order to sustain our institution in a leadership position within the highly competitive financial industry. Project Management training will be infused with lean principles to improve our ability to execute strategic initiatives and maximize results; Advanced Customer Service training will allow us to more consistently turn problems into opportunities; and Advanced Sales training will help drive our business development efforts and build a more proactive sales process.
Memsic	ANDOVER	Merrimack Valley	\$23,040.00	Manufacturing	14	Our proposed training plan consists of 4 modules. * The Six Sigma Yellow Belt module provides an overview of the principles and disciplines of the Six Sigma improvement methodology resulting in Yellow Belt certification. * The Six Sigma Practical Applications module includes training in analyzing, controlling, monitoring and improving business processes, and establishing and using integrated measurement systems to monitor performance and guide improvement efforts at all levels in the organization. * The Change Management module provides techniques for dealing with resistance to change, methods for setting goals and developing plans, and tools for dealing with personal and professional stresses that employees experience in a changing environment. * The Customer Service module includes communication skills in listening, questioning and presenting, creating rapport and dealing with emotions. This module is directed on servicing internal and external customers.
Merrimack Valley Federal Credit Union	LAWRENCE	Merrimack Valley	\$63,712.00	Finance and Insurance	55	MVFCU's proposed training plan focuses on Sales Leadership & Sales Management skills, Advanced Sales training and Sales Productivity Improvement training. The workshops include training for 15 Managers and 40 employees. Our proposed training plan includes: (A) Two, 4-day, Leadership and Sales Management Training classes for 15 managers (2 groups of 7 - 8 managers); (B) Four, 2-day, Advanced Sales Training classes for 40 employees (i.e. 4 groups of 10 employees - HPL will conduct the first session and MVFCU trainers will co-facilitate/teach the remaining 3 sessions - see "C"); (C) One, 2-day, Train-the-Trainer program for 4 of our training/sales professionals who will train additional employees in the Advanced Sales training program (i.e. the 3 sessions of 10 employees); (D) Two, 2-day, Sales Productivity Improvement Training for 15 managers (2 groups of 7 - 8 managers); and (E) Three, 1-day, Sales Productivity Improvement Training for 40 employees (3 sessions of 40 employees).

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
METAL PROCESSING CO, INC	TYNGSBORO	Greater Lowell	\$14,250.00	Manufacturing	7	The training plan is based upon what is needed for Metal Processing Co, Inc. to achieve compliance with the quality standard ISO 9001:2008. The elements of training include: executive management training in different approaches to ISO 9001 implementation, employee training in what is required to become compliant, team implementation training on the required process and systems analysis and improvement, training on developing the required documentation and the training of internal ISO 9001 auditors.
MICROWAVE COMPONENT & SYSTEMS, INC.	NORTHBOROUGH	Central MA	\$22,080.00	Manufacturing	11	In order to remain competitive and expand our market share, we need to become ISO9001:2008 certified. All training activity proposed within this grant application surrounds providing our staff with the knowledge and skills required to obtain certification. We will review overall ISO requirements and managers will be trained on oversight requirements. Process Mapping will train us on how to record and track manufacturing processes while Procedural Documentation will teach us how to develop and maintain manufacturing process documentation required for ISO certification. Internal Auditing will teach us how to self-audit and ensure we are prepared for our Registration Audit.
MIDDLESEX SAVINGS BANK	WESTBOROUGH	Central MA	\$181,469.00	Finance and Insurance	408	Our training program is narrowed to 3 primary areas of focus to help MSB meet its ongoing business objectives. Leadership training (4 courses) which will enhance the skills of existing managers while providing succession planning for managers in the future. Advanced Business Skills training will cover advanced training in MS Excel, PowerPoint and WorkSmart:Time Management Skills and will provide entry level workers with advanced transferable skills while also enhancing branch productivity and customer service. SharePoint(5 courses) will serve as our new enterprise data management system in order to allow more efficient transmittal of information throughout the company and to help maximize service delivery for our customers. Training in SharePoint will contribute to reduced transaction times for customers, provide new transferable skills to records retention clerks and develop a platform that will allow MSB to continue to develop enhanced client services.
MUNRO DISTRIBUTING CO, INC. (DBA MUNRO ELECTRIC)	RAYNHAM	Bristol	\$49,946.00	Retail Trade	24	This comprehensive advanced sales skills training consists several different modalities including: 1) GNA Distance On-line Advanced Sales Training (DOAST) for 24 sales people containing 27 topics for a total of 54 hours; 2) GNA Training/Sandler Sales Training Tele- Conference Workshop Series for 24 sales people containing 20 Selling Skills Trainings topics via Conference call for a total of 30 hours; 3) 15 Advanced Sales Classroom session for 24 people for a total of 50 hours; 4) Advanced Solar Sales on-site sales training sessions for 6 sales people for 6 hours to include: a) Shorten Your Sales Cycle – ½ day, and b) How to Handle the Toughest Sales Situations – ½ day. This comprehensive integrated advanced sales training program results in 140 hours of instruction each for our key sales staff team members.
MUSTANG MOTORCYCLE PRODUCTS LLC	PALMER	Hampden	\$45,600.00	Manufacturing	29	Our plan delivers training in Advanced Supervisory Skills and Lean Manufacturing Methodologies for supervisory personnel and key production line workers, over a period of 15 months, at our Three Rivers site. The Advanced Supervisory Skills courses enhance supervisors' problem solving, conflict resolution, coaching and motivation skills. The Lean Manufacturing courses provide our supervisory and production line employees with the tools to improve production line efficiency by identifying and eliminating wasteful, non-value added activities and procedures. The Teamwork for Results course provides our employees with the skills and understanding to work as a team to achieve our performance objectives through lean manufacturing. This plan was reviewed and approved by our parent company's leadership team as well as by our local leadership team.
National Lumber	Mansfield	Bristol	\$79,250.00	Transportation and Warehousing	79	Our training plan includes utilizing basic lean manufacturing principles to streamline our processes. In doing so, manufacturing "bottlenecks" will be identified and eliminated. One of those key lean manufacturing principles (Value Stream Mapping) will be trained to four basic groups of Operations activities: order processing, order filling, order delivery and equipment maintenance. Results of this training can be measured by a basic metric currently utilized known as "pounds per hour". It is a measurement of the production in pounds processed, filled, and delivered by the hour. We track this metric by the person, department or company on a daily, weekly, monthly and yearly basis.
NEW ENGLAND BUSINESS ASSOCIATES	SPRINGFIELD	Hampden	\$29,820.00	Health Care and Social Assistance	40	The purpose of this training plan is to provide training to NEBA staff to increase the organization's capacity to work with individuals with Autism. This training plan consists of two modules. Module 1: Three staff (one manager, two direct care staff) will receive online training from the University of Massachusetts Lowell campus (UMass Lowell) to receive a Certificate in Behavioral Intervention in Autism. The program consists of six required courses, and the participants will take one course per semester (Fall 2012-Summer 2014). Module 2: Eight bimonthly trainings will be conducted by Joanne Odato-Staeb, Autism Consultant, beginning in the Fall of 2012. This training will enable all direct care staff to assist with providing services to individuals with autism.

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
New England Natural Bakers, Inc.	GREENFIELD	Franklin/Hampshire	\$81,395.00	Manufacturing	36	We propose the following training for 36 of our 42 employees: 1.) Lean manufacturing, with Mass MEP, to include the following 10 modules, on-site: 5 days Plant Lay-out, 3 days Training Within Industry Job Instructions, 3 days TWI JI Application, 1 day Office Team Problem-solving, 5 Kaizen events (3 days Cellular flow, 3 days Set-up reduction, 6 days Kanban/Pull Systems, 4 days Total Productive Maintenance, 3 days Office problem-solving), and 3 days Project Management/Coaching; 2.) Training for the maintenance department to include: a. a total of 4 days PLC (Program Logistics Control)--2 days for 1 employee, then 2 days for 2 employees; b. 2 days Maintenance welding and c. 2 days Electrical troubleshooting and Preventive maintenance training, all off-site at American Trainco; 3.) 4 separate, 2-day modules, on-site, for Advanced training for ERP system: Administration, Manufacturing, Distribution& Financial plus 1 off-site, 3-day Advanced training for our ERP system Super-users.
Newport Corporation (DBA Newport Spectra-Physics)	FRANKLIN	Metro South/West	\$65,000.00	Manufacturing	39	The training plan includes a broad curriculum to develop employee skills in line with the US Department of Labor's Advanced Manufacturing Competency Model. Each participant will receive 92 hours of training, the Executive Leadership team will receive 16 hours of training and a certificate in Advanced Manufacturing Skills. The program curriculum is attached to this application.
Nex Performance Films (DBA New England Extrusions)	TURNERS FALLS	Franklin/Hampshire	\$71,750.00	Manufacturing	56	We propose to do training with our production staff, production support and management. Areas we want to focus training on is primarily in scrap reduction (reduce errors and waste), 5s training, a train the trainer program (increase workers skills and increase production) and supervisor training using TWI methodologies. The specific workshops included are: TWI Job Instruction, Job Methods and Job Relations training; TWI Skills Mastery and Deployment; Kaizen Training, Total Productive Maintenance (TPM) and High Impact Maintenance Management.
NIAGARA THERMAL PRODUCTS LLC	HUDSON	Metro South/West	\$25,800.00	Manufacturing	49	The proposed training plan has been designed to allow the company to implement an ISO9001:2008 Quality System and achieve accreditation. Under this plan, employees will be trained in ISO 9001 system design, process mapping, procedural development and implementation, internal auditing, and corrective action. Employees will learn the skills needed to pass the registration audit and achieve ISO9001:2008 accreditation. Trainees will also be provided with an ISO overview and will learn their role in working under the new ISO system.
Northeastern Assembly	WALPOLE	Metro South/West	\$26,000.00	Manufacturing	25	The training plan is to learn the requirements of ISO 9001:2008 and how customers are using this as a quality flow down requirement. We will understand how to use the standard as a tool for becoming efficient, standardized and providing confidence in product quality. We will learn how to blend the Plan-Do-Check quality model with the ISO 9001 focus on process management to drive company performance, customer satisfaction, and continual improvement and profitability.
NYE LUBRICANTS INC.	FAIRHAVEN	Greater New Bedford	\$145,200.00	Manufacturing	128	This program has two elements. 1. A Six Sigma program that includes Yellow Belt introduction to Six Sigma concepts, best practices and techniques; Six Sigma Training that includes Green Belt Training, Design of Experiments, FMEA, and CGMP good Manufacturing Procedures. 2. Advanced skills for training related to Contamination Control in Industrial Cleanrooms. This includes Environmental Monitoring Training for Clean rooms, Gowning for the Cleanroom, Cleanroom Control process Audit training, and process validation workshops to develop and test the manufacturing procedures. The cleanroom training will allow us to certify the cleanroom to the ISO 14644-1 standard that gives a method to ascertain air quality by measuring airborne particles.
NYPRO, INC.	CLINTON	North Central MA	\$150,060.00	Manufacturing	134	Six Sigma Certificate is a 3-tiered series resulting in 24 certified Green Belts & 2 certified Black Belts, incorporating 6 modules, all designed in a highly interactive workshop/lecture format, including Intro. to Process Improvement Tools & Concepts, The Team Process, Essential Statistical Methods, Advanced Problem Solving/Root Cause Analysis, Failure Mode & Effects Analysis, Intro to Design of Experiments & Train the Trainer. Also, Executive Overview for 17 Supervisors & White Belt Overview for 48 plant staff. The training plan also incorporates technical training for engineers & technicians needing enhanced skills. Modules include hands-on training in Mechanical (Blueprint Rding & Machine Drawing, Bearings & Lubrication, Pneumatics & Hydraulics, Industrial. Maint., Gearbox Maint., Bearing Maint., & Advanced Machine Adjustment Using Packaging Machine Simulator) & Electrical (Ad. Electrical Components, Ladder Logic & PLC Advanced Electrical) both for 58 plant staff.

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
OCEAN EDGE RESORT LIMITED PARTNERSHIP (DBA OCEAN EDGE RESORT & GOLF CLUB)	BREWSTER	Cape & Islands	\$139,016.00	Accommodation and Food Services	313	The training plan includes three components - Impact Advanced Management Training, Impact Advanced Sales Training, and Impact Advanced Customer Service Training. The Advanced Management Program includes modules on listening styles, passive and active listening techniques, conflict management, conflict resolution, coaching, leadership, and performance management. The Advanced Sales Program includes modules on questioning skills, the social - Discovery- Qualifications phases of selling, the confirmation phase, feature and benefit alignment, and closing techniques. The advanced Customer Service Program includes modules on delivering exceptional service, dealing with difficult people, problem resolution, and protecting the brand. Refer to attached course descriptions for greater details of the plan.
OD Tool and Cutter, Inc.	Mansfield	Bristol	\$62,717.00	Manufacturing	20	Training includes six training and learning initiatives to develop transferable, improved machining, and management skills, while increasing revenue, profits, & operational efficiencies . Training will involve all employees. Training skills focus will be: (1)Lean Thinking & Continuous Improvement including Waste Reduction, Value Stream Mapping, 5-S Workplace Organization, 7 key Quality Assurance tools, Constraint Mgmt., Mistake Proofing / Cycle Time Reduction, and Six Sigma Structured Problem Solving & RCA (root cause analysis); (2)-Quality Management Skills Building to include internal auditing, implementing a corrective/preventive action process, document and revision control, and Scrap & Rework reduction program; (3) Technical Machine Cross Training Program with "how-to" work instructions; (4)-Train & implement World Class Customer Service capability to track satisfaction, react to shortcomings, and (5) new software training for ERP system upgrade ready in Spring, 2012, and (6) This training includes the design and implementation of "Introduction to Work Environment Technical Training and Machine Cross Training" Program for new trainers. Train new instructors to implement structure and capability into training, mentoring the inexperienced, and facilitation or training ensuring all technical machine operators, and new hires are as effective, knowledgeable and productive as current machine specific operators within 90 days.
Onset Computer Corporation	Bourne	Cape & Islands	\$122,200.00	Manufacturing	123	Onset plans to introduce the concepts and tools of Continuous Improvement to the entire company as a means for improving customer service, quality, cost and lead-time. Portions of the initiative will focus on the actual manufacturing processes as well as the administrative and leadership development components of the business. Finally the program is designed to assist in a desired cultural shift into one of 'everybody, every day' excellence. We plan to take a holistic/top down approach in order to maximize the improvements and create a program that is sustainable long term.
Optim LLC	Sturbridge	Central MA	\$153,500.00	Manufacturing	47	The training plan is designed to bring the company through a LEAN Manufacturing transformation to improve competitiveness and protect jobs by training employees how to eliminate waste.
Peerless Precision Inc	WESTFIELD	Hampden	\$34,530.00	Manufacturing	18	The training proposed for Peerless is for the International traffic in Arms regulations (ITAR) and is broken down into 7 modules, as outlined: Gap assessment (to measure weaknesses within the company); ITAR Overview; Procedure Training (to teach and review all new policies and procedures that have been newly written and implemented that meet and exceed ITAR standards); Internal Auditing, Measurement, Analysis and Improvement (To learn, comprehend and implement internal improvement projects that meet and exceed ITAR standards).
Pentucket Bank	HAVERHILL	Merrimack Valley	\$96,260.00	Finance and Insurance	95	Our proposed training plan includes instruction in management, senior leadership, and sales. All bank employees will attend training sessions. Managers will focus on the following instructional components: performance management, employee engagement, clear communication, critical thinking, workload management, and crucial conversations. Senior leadership will attend sessions that focus on strategic goal setting, team talent development, critical thinking, strategic alignment, and employee engagement. Those attending sales development sessions will improve their skills in generating leads and knowing prospects, closing sales and answering objections, differentiating the bank, connecting with customers, and utilizing effective phone and internet skills to shape a positive and productive customer experience.

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
PHIA GROUP, LLC, THE	BRAINTREE	South Shore	\$152,813.00	Professional, Scientific and Technical Services	79	This training plan has been proposed to educate the staff in two key areas: 1. Lean / Six Sigma for Office: Our employees will be trained in a continuous process improvement program to help improve our business model as the company expands and outgrows many of the existing procedures that are in place. This will be comprised of a champion session, six sigma yellow belt and green belts that combined, will cover the 18 different tools used in lean continuous improvements. 2. Leadership/Management/Strategy/Planning: This training is to provide our leadership team with the skills they need to supervise their direct reports and will be given techniques needed to positively influence the behavior of others to increase productivity and effectiveness during a period of rapid growth. Leadership training will improve how employees plan and work together, and provide proven techniques to implement a customer service strategy, including identifying internal and external customers.
PHT CORPORATION	BOSTON	Boston	\$187,408.00	Professional, Scientific and Technical Services	227	Our training needs assessment has identified Leadership and Management, Customer Service, Process Improvement and Productivity Improvement training as the training programs that will help us to address our most important business challenges and training needs. Our proposed training plan includes training for: 40 Managers & Supervisors, in 4 groups of 10, in Leadership & Management training; 165 Managers & Professional Employees, in 11 groups of 15, in Customer Service training; 32 Managers & Professional Employees, in 4 groups of 8, in Process Improvement training; and 115 Managers & Professional Employees, in 9 groups of 13, in Productivity Improvement training. These are the four training programs that we need to address our business challenges and the ever increasing complexity of our rapidly growing business.
Pittsfield Plastics	PITTSFIELD	Berkshire	\$30,000.00	Manufacturing	84	We propose the following 8 training modules: Cycle Counting, Workplace Organization and 5S, Implementing Workplace Organization and 5S, Teamwork for Results, Applying Leadership Skills, HR for Non-HR Manager, Train-the-Trainer, MS Excel-Intermediate. All 84 of our employees will be participating in the training plan. This training plan will provide our employees with skills to: improve inventory control through cycle counting; organize workplace and help to implement other lean initiatives; develop leadership and human resource skills to improve employee relationship and to reduce employee turnover; develop train-the-trainer capabilities to train existing and new employees on learned skills in order to maintain achieved performance improvements in the future; improve Excel skills to improve data input, reporting, and analysis, enabling us to make more informed operational decisions; and establish a teamwork environment to accomplish planned performance improvements.
POP TOPS SPORTSWEAR CO. INC.	SOUTH EASTON	Brockton	\$37,710.00	Manufacturing	28	Advanced sales training will help our sales team reach the next level of capability and continue to expand our customer base. Sales employees will learn advanced strategic selling skills. Advanced listening and communication, and operational / production training will follow to ensure we retain and grow the business that we win. Advanced communication skills, is key to our plan and supports our efficiency, standardization and strategic efforts. Building up our knowledge about how to use the Internet to grow our business is a priority to help employees learn and adapt to competing in a new digital environment. Operations/Production (Advanced Operational Efficiency) has been identified as a training area to help employees become more efficient and learn skills to meet increased workload at a lower cost. The training objectives are to reduce time wastage, increase efficiency and quality so that more work can be done.
PRIMERADIX, INC.	MANSFIELD	Bristol	\$55,800.00	Professional, Scientific and Technical Services	37	The program contains the following modules: • Corrective and Preventative Action: 14 hours per module; 34 employees will be trained. • Failure Modes and Effects Analysis: 16 hours per module; 21 employees will be trained. • Value Stream Mapping: 16 hours per module; 18 employees will be trained. • Design of Experiment: 24 hours per module; 22 employees will be trained. • Statistical Process Control: 16 hours per module; 18 employees will be trained.
RANOR, INC	WESTMINSTER	North Central MA	\$73,692.00	Manufacturing	140	The training plan includes a comprehensive Lean Manufacturing Certificate program (including Value Stream Mapping and Intro to Lean Toolset, Visual Control Systems using 5S Red Tagging and Waste Reduction, Establishing a Continuous Improvement Culture, Intro to Continuous Improvement Process, Kaizen Event Implementation, Set up Time Reduction and Pull Systems) for 25 Champions; Lean Overview for 140 (every employee in the company); Supervisory Certificate (including First Line Supervision, Interpersonal Skills in the Workplace, Higher-Level Problem Solving, How to Manage Conflict in the Organization & Best Practices Negotiation in the Workplace) for 10 Supervisors; Management Certificate (including Strategic Management, Performance Appraisals, Performance Management, How to Manage Conflict in the Organization, Planning Managing Change) for 10 Managers; CNC Machining for 7 Machine Technicians; and Welding for 7 Machine Technicians.

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Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
RATHBONE PRECISION METALS, INC.	PALMER	Hampden	\$102,108.00	Manufacturing	35	Rathbone's training plan focuses on developing skills in 3 key areas: Lean Processes, Manufacturing Skills, Managerial/Administrative Skills. Under the Lean training, our production workers will be provided with training in 5S, Cycle Time Reduction, and Setup Time Reduction. Under Manufacturing Skills, our employees will learn Blueprint Reading skills, Measuring and Inspection Techniques, and CAD/CAM. Under the Managerial/Admin group leadership training will be provided to Department Leads who have not been trained in formal leadership and supervisory skills, HR Certification training will provide our business manager with a new set of skills that will allow us to maintain an effective HR department & Customer Service training will provide our Customer Service personnel with an advanced set of customer service skills. This 3 tiered approach is designed to help us expand production capacity, enhance corporate infrastructure while still providing quality products and services.
REZ-1 (formerly Tie Solutions)	WELLESLEY	Metro South/West	\$50,400.00	Information	66	The Advanced Leadership program will consist of 8 modules and will include strategic and key performance indicator-goal setting and alignment, strategic leadership, dealing with conflict, driving staff, company and process performance, aligning actions with results, coaching high technology staff for maximum performance, and communication and conflict management/resolution techniques and teamwork. Employee Development includes listening techniques and communication, understanding value creation and decision making, understanding customer wants-needs, critical thinking and business negotiation, presentation skills, and creating revenue based on exceptional solutions and service.
ROGERS & GRAY INSURANCE AGENCY, INC	SOUTH DENNIS	Cape & Islands	\$60,750.00	Finance and Insurance	110	Our proposed training plan consists of 9 days of comprehensive CRM training for each employee. Training will be done three days per week for 7 hours a day and will be delivered in three separate weeks following the "go live" start-up on Feb 9, 2013, of our EPIC Customer Relationship Management System. Training will be done at 6 office locations as we will bring personnel from two of our smaller offices in order to maximize resources and minimize costs. Training will be done by our EPIC system vendor, Applied Systems.
SAINT-GOBAIN CERAMICS & PLASTICS	WORCESTER	Central MA	\$203,500.00	Manufacturing	156	We are proposing a comprehensive training plan which includes: Basic Manufacturing Skills, Training within Industry (TWI), Geometric Dimensioning & Tolerancing (GDT), Statistical Process control (SPC), High Impact Maintenance Management and Total Productive Maintenance (TPM) training by MassMEP as well as Effective Team Building, Effective Supervisory and Change Management training by AIM. This training will allow us to make the critical leap to becoming a world class, high performance, highly sophisticated manufacturing operation, while we shed less complicated long-run commodity production to China and India. In addition, we will integrate a workplace ESOL For High Performance Manufacturing training into this plan in order to ensure that our newer operators, many of whom are more recent immigrants, can maximize their communication capabilities, enhance job skills, and participant effectively in all company training & quality improvement efforts.
Savage Arms	Westfield	Hampden	\$179,600.00	Manufacturing	400	The intended training plan consists of eight (8) main programs: 1) Lean Overview 2) Champion Training 3) Value Stream Mapping 4) Standardized Work 5) Lean Expert 6) Inspector Technician 7) Lean Supply Chain 8) Supervisory Skills These are different topics than topics done in the last WTF Grant
SEALED AIR CORPORATION	HOLYOKE	Hampden	\$47,310.00	Manufacturing	68	Business Process Documentation is designed for Sealed Air to provide daily and weekly protocols, policies and procedures. Employees will be engaged in developing and checking manufacturing standards to increase the company's competitive edge. Focused teams will learn to use flow charts to analyze business trends, and processes will be mapped to insure smooth operations. Cross training will allow all employees to learn other skills in the company while the company gains flexibility in work assignments. Lean Manufacturing trains employees to identify and remove waste in the manufacturing process. Employees will learn the Kaizen method and its use. Cellular design will be taught and also cost control, improving quality and reducing cycle times improve profitability while ensuring employee retention. Supply chain and value stream mapping along with the development of a visual factory system will be used to enhance understanding and communication of operational objectives.

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SINICON PLASTICS INC.	DALTON	Berkshire	\$29,450.00	Manufacturing	20	We propose 5 modules with a total of 23 days of training. The training will consist of a combination of three types of training designed to educate all levels of the organization on the setup, use, and maintenance of the Enterprise Resource Planning (ERP) software system. Off-site training sessions (module 1) will focus on the training of project leaders and key users in the areas of system setup and implementation, system administration, and report design through hands-on software training. This will take place in Chicago, IL at vendor location. Module 1 will be paid for by Sinicon. On-site training services will focus on process development, software application, and end user training. These efforts will be complimented by focused internet based training sessions on specific software topics delivered to key individuals.
SOUTH SHORE SAVINGS BANK	SOUTH WEYMOUTH	South Shore	\$67,559.00	Finance and Insurance	117	The proposed training contains a key new initiative in the Enhanced English & Business Writing by Massasoit Community College for tellers, customer service and retail management personnel to assist them in working with challenging customers as well as interacting more effectively with co-workers. SSSB also proposes a comprehensive retail sales coaching and teller referral training and coaching/mentoring initiative by Fairmont as well as a team building sales training by Davis Veira. This customer-needs sales approach focuses on the relationship between a customer's needs and the organization's products. In this approach, employees identify and analyze customer financial and psychological needs and select products that satisfy those needs. The customer-needs approach builds long-term customer relationships.
SOUTHCOAST VISITING NURSE ASSOCIATION, INC.	FAIRHAVEN	Greater New Bedford	\$64,910.00	Health Care and Social Assistance	43	Our SCVNA proposed training plan includes a comprehensive lean/process improvement initiative that concentrates on three key personnel areas: executive leadership, managers as lean champions and Green Belt Six Sigma lean training for a cross functional teams that will be charged with implementing hands-on process improvement projects. In the healthcare field this lean process improvement is the cutting edge tool to parallel improvement in patient care and cost-saving through increased efficiency and productivity.
SUD-CHEMIE INC.	NEEDHAM	Metro South/West	\$36,750.00	Manufacturing	26	Süd-Chemie's training program for 2012 to 2014 will include training in Design / Configuration Management, Risk Management, Project Management, and English as a Second Language. These programs will be delivered over a two year period, and will involve more than 50% of our workforce.
SYMMONS INDUSTRIES, INC.	BRAINTREE	South Shore	\$199,000.00	Manufacturing	200	We have recently expanded our residential faucet and valve lines and created a new customizable commercial line to help offset a slack real estate market. The new product lines have increased the demands placed on both the production workers, customer service representatives and management. Our training program looks to provide new skills and techniques that will allow them to handle the increased demands in productivity. A comprehensive blueprint reading & CNC program will facilitate necessary cross-training and create new career paths for production workers. The Customer Service Certificate program will provide our customer service reps with the needed skills to handle the anticipated increased call volumes they face. Symmons also looks to improve team dynamics and communications skills through a series of leadership training for managers and supervisors and a communications course and ESOL skills for a majority of staff.
TEGRA MEDICAL	FRANKLIN	Metro South/West	\$248,400.00	Manufacturing	240	As a rapidly growing company, Tegra Medical has significant training needs that can be met with developing a partnership with Workforce training in Massachusetts. There are several components to this plan: * Training the Leadership and Managers in effective change management to build our Executive and Managerial teams into a single Tegra culture. * Training Supervisors, Technical Leads and Manufacturing Managers in leadership, communication and job instruction skills to better manage their teams within quality standards * Training Quality Engineers and Quality Inspectors in Medical Device, Quality & Regulatory Affairs to ensure compliance with the highest quality standards * Training our entire production workforce in Basic Manufacturing Skills to establish a knowledge benchmark across our two facilities.
TEKSCAN INC.	SOUTH BOSTON	Boston	\$49,300.00	Manufacturing	20	This comprehensive sales training consists of: 1) GNA Distance On-line Advanced Sales Training (DOAST) for 20 sales people (similar course that was approved under the WTFP Express Program - Course ID 1100921) for a total of 54 hours; 2) GNA Training/Sandler Sales Training TeleConference Workshop Series for 20 sales people (recently approved under the Express Program - Course ID 1100906) - a total of 20 Selling Skills Trainings topics via Conference call for a total of 30 hours; 3) Twelve in-class GNA President's Club advanced sales trainings, one per month for 20 people for a total of 24 hours; 4) Four, full day on-site sales training sessions for 20 sales people for 32 hours to include: a) How to Negotiate with Different Personality Types, b) Up-Front Contract, c) Qualifying your Prospect for Decision-making, and d) Transactional Analysis in Sales and Closing the Deal. This integrated sales training program results in 140 hours of instruction each for our 20 sales staff team.

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THE CADMUS GROUP, INC.	WALTHAM	Metro South/West	\$37,984.00	Construction	14	The proposed training plan targets 14 junior and mid-level employees in our Waltham HQ office. Members of our clean energy practice will earn NABCEP certification for solar thermal and PV systems or take introductory lessons on geothermal and solar technology. Other members of the energy services division will take classes that will enable them to obtain certification or advanced certification from the Building Performance Institute or become HERS raters through RESNET.
THG Corporation (DBA The Hope Group, Hope Air Systems, Sorensen Systems)	Northborough	Central MA	\$97,440.00	Manufacturing	75	Lean Processes, Sales, Customer Service, Supply Chain Management, Management Skills Development, Six Sigma, Time Management, Marketing
TRADITIONAL BREADS, INC.	LYNN	North Shore	\$74,800.00	Manufacturing	59	As we grow our business we find that many of our supervisors/managers do not have the experience, knowledge and training/education to support the anticipated growth. Most of our employees have a high school education and are good at what they do, but could benefit greatly from training that could help them as employees and our company move to the next level. Such as waste control, safety, Food handling Safety and procedures, lean manufacturing, etc.
Triumvirate Environmental	Somerville	Metro North	\$180,424.00	Other Services (except Public Administration)	80	The training proposed in this grant application consists of three components: 1. Learning and development programs and industry certifications for employees in our technical consulting group 2. Learning and development programs for Management employees 3. Learning and development programs for HR and Training employees
UMICORE TECHNICAL MATERIALS NORTH AMERICA, INC.	ATTLEBORO	Bristol	\$77,000.00	Manufacturing	50	The proposed training plan was designed by Umicore to support our goals for Employee Development, Process Improvement, and Quality Systems. The plan is divided into seven training modules, each consistent with the needs of a specific population at Umicore: 1) FMEA (Failure Modes & Effects Analysis); 2) SPC (Statistical Process Control); 3) DMAIC (Define-Measure-Analyze-Improve-Control); 4) Yellow Belt Training; 5) Operations Analysis Organizational Alignment/Standard Work Documentation/Value Stream Mapping; 6) Lean Sigma Kaizen Events; and 7) Product and Systems Quality Management.
UNO FOODS, INC.	BROCKTON	Brockton	\$67,200.00	Manufacturing	248	The proposed training plan meets Uno Foods, Inc.'s need for employees to implement Safe Quality Food (SQF) requirements. It also includes process improvement training designed using the principles of Lean Thinking. The plan is divided into 6 modules: 1. Executive Management Training for SQF 2000, 2. Employee Awareness Training for SQF 2000, 3. SQF 2000 Auditor Training 4. Hazard Analysis Critical Control Point (HACCP) Training, 5. Lean Six Sigma Training, and 6. Kaizen Events Training
US PACK, INC.	LEOMINSTER	North Central MA	\$68,800.00	Manufacturing	53	USPack is partnering with its sister company, Hi-Gear Products, to conduct a training program that will focus on two areas, including the implementation of a new Enterprise-Wide Requirements Planning and Information System, and the introduction of Lean Manufacturing methods. Under ERP, our entire workforce will learn to use our new information system to track, report, and maintain control over inventory, labor, work orders, invoices, and finances. Training will be provided in each of these modules to assure that employees utilize this new integrated system effectively. Supporting our ERP implementation initiative will be Lean Manufacturing methods. Under this topic, we will introduce employees to the concept of processing "wastes," "Value Stream Mapping," and "Five S" workplace organization and workflow principles. Together, these training programs will help to streamline our operations and our information workflows so we can process orders faster, with less waste and downtime.
VACUUM TECHNOLOGY ASSOCIATES, INC.	HINGHAM	South Shore	\$48,760.00	Manufacturing	72	Project Management, Continuous Process Improvement, Lean Manufacturing, Training and Development.
VERC ENTERPRISES	DUXBURY	South Shore	\$42,659.00	Retail Trade	178	This comprehensive training program is designed to touch all Verc Enterprise employees including 1) ESOL/Enhance Communication for non-native assistant managers, 2) Business Writing for Operational Excellence for all assistant managers, 3) Managing a Diverse Workforce for all managers and assistant managers, 4) Effective Cross Selling & Up-selling Sales Skills for all convenience store personnel, and 5) Lean/Process Improvement for the Office for front office headquarters personnel. Given the unique challenge of training a diverse workforce which is geographical spread out with 1-2 people on shift at any one time, we are proposing a blended training model, especially for the Enhanced English/ESOL training that includes direct distance learning along with on-site classroom instruction.

FY13 (July 2012-June 2013) Workforce Training Fund General Program Awards



Company	City	WIB Area	Award	Industry	Trainees	Description of Training as Provided by Company
Ward Process, Inc. (DBA American Acoustical Products)	HOLLISTON	Metro South/West	\$88,000.00	Manufacturing	54	Our training plan includes training all of our employees in basic Lean Principles, selected employees will take part in learning Value Stream Mapping to map out our critical processes and identify key areas of improvement opportunity which will lead to Kaizen training with many of our employees. This will help us to learn how to eliminate areas of waste and streamline both our production and administrative processes. Another large portion of our workforce will participate in a formal Team Based Problem Solving training process so that we will use to address problem areas that arise daily in our operations. The other key area of our training includes training on how to optimize our facility using improved Plant Layout methods. Supervisory skills training for our production lead employees to support of our changing business culture.
WARNER BABCOCK INSTITUTE FOR GREEN CHEMISTRY, LLC	WILMINGTON	Metro North	\$62,975.00	Professional, Scientific and Technical Services	33	We believe our training plan will lead to job growth and retention through the successful development of new, strategic technologies, materials and patents for renewable energy, biotechnology and other industrial sectors. The implementation of this plan will increase our skills in management, scientific instrumentation, experimental design, patent creation, and time/project management. Scientific training will develop internal expertise, improve research reproducibility and throughput, reduce staff downtime and expand innovation. Time/project management training covers the critical skills required to improve our delivery capability and competitiveness by adjusting priorities, increasing group productivity, strengthening communications and team-building. Another important outcome is to institute internal experts who will train others.
WGI, INC. (DBA WESTFIELD GAGE CO.)	Southwick	Hampden	\$78,625.00	Manufacturing	121	Production lines for the next generation of aircraft for the 21st century are exploding, and the future looks promising for the aerospace manufacturing industry. WGI realizes the potential for growth, and looks to take steps now to prepare our organization to bring increased business into the State of Massachusetts. We have designed a training program that focuses on developing skills and knowledge in two areas, namely Lean Manufacturing and Manufacturing technologies. Under Lean, several courses will be provided, including Leading Teams, Team Problem Solving (TPS), Risk Management, Value Stream Mapping (VSM) , and Standardized Work. Manufacturing skills training will include Non-Destructive Testing (NDT), and Geometric Dimensioning & Tolerancing (GD&T).
Whittier Healthcare Holdings II (DBA Whittier Health Network)	HAVERHILL	Merrimack Valley	\$122,400.00	Health Care and Social Assistance	108	Whittier will conduct advanced leadership training for management-level employees who directly supervise frontline staff including nurses, custodians, and food service workers, and who spend more time directly with patients and families than any other Whittier employees. Frontline managers including Site Administrators; Directors of Nursing, Housekeeping, and Food Service; and Nurse Preceptors and Managers from 11 sites will be trained. The training program consists of six, eight-hour sessions on topics including developing leadership potential, managing difficult situations, communicating effectively, and mentoring and motivating employees. Managers will gain advanced skills in conflict resolution, inter-personal communication, and mediation. These skills will provide managers with new tools to proactively intervene in frontline customer service issues before they escalate into formal complaints. In addition, they will be trained on advanced quality assurance methods.
Wingate Management Company	NEWTON	Metro South/West	\$188,053.00	Real Estate and Rental and Leasing	160	A recent training needs assessment has identified the need for WMC to implement the following training plan: Leadership and Management training for 60 senior, middle and front line managers located here at our corporate headquarters and throughout our Massachusetts properties; Process Improvement training for 40 managers and employees located in Massachusetts; and Customer Service training for 50 managers and 100 employees located in Massachusetts. The training is needed because our plans for strategic growth and a recently conducted training assessment have identified that our managers and employees need new leadership and management, process improvement and customer service skills if we are going to successfully manage a rapidly expanding WMC - an organization that has grown by approximately 20% in the past year - and we have plans to grow in the future. We need to be successful as we begin to execute our plans for acquiring new properties and growing our business.
XTECHNOLOGY GLOBAL LLC	DANVERS	North Shore	\$17,600.00	Manufacturing	16	XTG has begun to implement a new ERP system called Infor Visual. The proposed training would be to hire a consulting company, Synergy Resources to train all employees on their specific use of the ERP system - including inventory management, procurement, CRM, sales, and accounting. This training would benefit warehouse workers who currently do not have computer skills.
Grand Total	147		\$12,341,939.00		11,397	